High Performance Development Model (HPDM)
January 2003

1. Doody, Michael F.
Future Healthcare Leaders Need You Now.
Healthcare Financial Management, Nov2002, Vol. 56 Issue 11, p98, 3p
Healthcare executives should not pretend there is an inexhaustible pool of talented people who will be ready to assume leadership roles in the future. Instead, they should confront this critical issue and seek workable solutions. As an industry, health care is perhaps unique because it typically cannot use executives from other industries; its executives must have experience in health care. The problem of continuity in healthcare leadership cannot simply be batted back to graduate programs in healthcare administration. Genuine leadership is forged through hands-on grappling with the day-to-day issues faced in health care. Healthcare executives can take actions to improve the future leadership scenario in health care: 1. Identify talent gaps. 2. Annually review talented people. 3. Create ways to interact. 4. Give them exposure. 5. Be a mentor.

2. Sobo, Elisa J.; Sadler, Blair L.
Improving Organizational Communication and Cohesion in a Health Care Setting through Employee-Leadership Exchange.
Human Organization, Fall2002, Vol. 61 Issue 3, p277, 11p
In the 1990s many health care organizations underwent reengineering. One of the unintended consequences of this process was a drop in employee morale. This article describes a project to improve morale in one hospital by fostering employees' constructive expression of dissatisfaction and of innovative ideas to senior leaders in the context of Employee Leadership Council meetings. After describing these councils, the results of this experiment in employee-leadership exchange are examined and the ramifications for the councils of the CEO's intimate involvement explored. Lessons that might be transferable to other organizational settings as well as those that have implications for managerial understandings of organizational culture are reviewed.

3. Straus, David
How to Build Consensus.
Security Management, Nov2002, Vol. 46 Issue 11, p26, 6p
A group reaches consensus on a decision when every member can agree to support that decision. The concept of consensus building is particularly powerful because a decision made by consensus will tend to have more support than one made by a majority vote and it may also be a better idea. The group's consensus must be built

phase by phase. The group should also know what will happen if consensus is not reached. This is the manager's fallback position. Then, the group can move on to the six phases in reaching a consensus, each phase of which addresses a different objective or task. The phases are: 1) perception, 2) definition, 3) analysis, 4) generating possible solutions, 5) evaluating possible solutions, and 6) reaching a final decision. The manager should make the group aware from the outset what will happen if consensus cannot be achieved.

4. Demers, Julie
The Lean Philosophy.
CMA Management, Oct2002, Vol. 76 Issue 7, p31, 3p
Lean management is an applied philosophy that many manufacturing, service and government organizations have adopted to acquire the flexibility needed to meet new competitive challenges - eliminating waste, enhancing production speed and pushing innovation. The objective of the approach specifically called "Lean" is to respond rapidly to changing client tastes and to offer the most value possible at mass production costs. Lean enterprises are continuously improving to streamline their operations. The approach is extremely appealing to industrial companies. In recent years a number of management approaches with these same objectives have emerged under various names. Total Quality, Kaizen, Kanban, and Six Sigma are all solutions that work towards the same ultimate goal of the Lean technique.

5. Gale, Sarah Fister
Building Leaders at All Levels.
Workforce, Oct2002, Vol. 81 Issue 10, p82, 4p
In an unpredictable economy, companies that have a network of leaders throughout the organization are the ones most likely to thrive. Today, employees are given leadership titles and expected to figure out how to handle their new roles, but are not effectively trained. Not surprisingly, they often flounder. Remarketing Services of America, Inc. attributes its surprisingly low turnover rate to its corporate values, which promote self-motivation, idea-sharing, and personal growth. The Fujitsu Transaction Solutions Inc. executive team believes that employees in leadership roles are more dedicated to making the business successful and will take the extra steps to support the needs of customers. Unisys Corp. encourages employees from all ranks to take advantage of the comprehensive training program.

6. Rad, Parviz F.
A Model to Quantify the Success of Projects.
AACE International Transactions, 2002, pCS51, 4p
The professional literature contains many examples of cases where there is an ongoing debate as to whether, or to what extent, a particular project was successful. The pronouncement of success or failure may not be unanimous among client personnel or among a project team. The reason for these seemingly odd pronouncements is that people related issues subtly modify the interpretation of quantitative indices of project performance. These issues include items such as trust, team spirit, morale, responsiveness, punctuality, customer focus, communications, teamwork, conflict resolution, trust, integrity, honesty, sociability, and flexibility. A project selection model is, or should be, very organization-specific, and as such it should utilize a customized combination of situation-specific indices toward the project selection objective of the organization. The metrics that would best serve the organization must be identified, customized, and standardized. Since models depend on numeric input, even subjective indices ultimately will have to be quantified.

7. Hooper, Jo Ann; Devine, Mike
Six Sigma Strategies Equate to New Roles.
Quality, Nov2002, Vol. 41 Issue 11, p8, 2p
A company's quality mission of Six Sigma can be a noble pursuit of process perfection - an achievement that can entail significant cost and performance benefits. But, in the Six Sigma world, there are levels of perfection. The company that considers the customer central to its quality program is making a total quality commitment. Sales, marketing and customer service departments are the front line for gathering key customer information, answering customer inquiries, problems and special issues, but quality professionals can become the quarterbacks for a broader analysis of aggregate data. The pursuit of Six Sigma is therefore an opportunity for quality professionals to contribute at a higher, more strategic level in the corporation.

8. Cox, Sharon
Emotional Competence--the Rest of the Story.
Nursing Management, Oct2002, Vol. 33 Issue 10, p64, 3p
Patient and staff satisfaction has become a health care mantra as administrators seek to retain staff while improving departments' scores on patient satisfaction surveys. Clearly, the skill sets needed for a manager's professional success are not only technical competence in justifying a budget variance or developing a business plan, but also emotional competencies, often referred to as "good people skills." Five key factors to EQ: 1) self-awareness, 2) self-motivation, 3) mood management, 4) empathy, and 5) people skills.

9. Lewis, Bob
Leading by Listening First.
InfoWorld, Oct 21, 2002, Vol. 24 Issue 42, p47
One of the many bad habits of highly ineffective leaders is a preference for ignorant criticism over informed discussion. Whenever you are evaluating a solution, whether its is to establish a federal retirement system or to upgrade a new server platform, just ask for the process you went through, what you are recommending, and why. It is the logical sequence: Understand first, then criticize.

10. Wallington, Patricia
Leadership from Below: Tap into Talent at All Levels of the Organization.
CIO, Oct 15, 2002, Vol. 16 Issue 2, p46, 3p
Some say that leadership always starts at the top. But it does not end with the CEO. Leadership skills can be found at all levels of an organization. Everyone can - and should - exhibit leadership to influence those at the top of the company. But before leaping to one's feet and grabbing the pen, consider how to be most effective when attempting to lead from below. Assess what corporate culture supports or allows. Decide if it customary for even the low man on the totem pole to be viewed as an equal in senior meetings. This will help gauge whether and whom can be counted on for support.

11. Lebow, Rob
Free to Perform.
Executive Excellence, Oct2002, Vol. 19 Issue 10, p10

Freedom-based organizations make mistakes, but they do not try to fix people. Job security is not granted to people who are unwilling to be accountable, and every person is committed to continuous learning as a fact of life. Freedom is not about anarchy, and accountability is not about whom to blame. People at every level are much more capable and willing to be accountable than you think, and even sensible or subtle control programs are ultimately counterproductive. The obligation of a freedom-based organization is to create an environment where people can be responsible for making their own choices. You have to change your beliefs about people to make this approach work. You have to believe that people really can be trusted and want to be great.

12. Budman, Matthew
Are We Any Better at Managing People?
Across the Board, Sep/Oct2002, Vol. 39 Issue 5, p16, 8p
At a time of fluctuating productivity, high-turnover workplace technology, sticky work/life issues, and uncertainty about the shape of the corporation of the future, every organization frets about getting the most out of its people. But it often feels as though the attention paid to people management has not improved how it is practiced. All of the systems and evaluations seem like so much bureaucracy, designed by consultants to steer companies clear of legal trouble. There is a tangible nostalgia for simpler times, when great leaders seemed to manage by force of personality. To get a sense of the current situation, a panel of experts - authors, executives, and consultants - discuss the following questions: 1) Has the attention paid to performance evaluations, feedback, rewards, SMART goals, and the like improved workers' feelings about their managers? 2) Do managers feel any more competent or, at least, better equipped for the tasks of people management? 3) If the problem is that managers - and their companies - have never taken people management seriously, how do you suggest changing their outlook?

13. Beil-Hildebrand, Margitta B.
Theorising Culture and Culture in Context: Institutional Excellence and Control.
Nursing Inquiry, Dec2002, Vol. 9 Issue 4, p257, 18p
In this paper an attempt is made to focus on the ideological and practical implications of the new cultural forms of healthcare sector management variously described as institutional excellence, empowerment, total quality and human resource management. In detail looks at the managerial and academic claims concerning the mobilisation of corporate culture and emphasises the impact which the literature of culture management has had on nursing employees and healthcare organisations. The focus switches then to a range of literature which has been used to study change with a labour process perspective and explains why an approach based upon the study of the disparity between the cultural rhetoric and the day-to-day practice, as well as how people experience and respond to that disparity, is to be preferred. As a basis for further contextualisation, the powerful and privileged positions of nursing as well as other healthcare professionals and the distinctive character of their employment relationships are considered. The paper concludes that an extended labour process analysis is necessary to challenge the way in which the concept of culture is applied by nursing academics and practitioners.